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ABSTRACT

This resource booklet offers communities alternatives to juvenile detention and correctional facilities. The range of possibilities to be considered in lieu of incarceration is made available to planners, advocates, and decision-makers. The use of detention, correctional facilities and alternatives is a function of the social, political and economic dynamics of each jurisdiction, and, therefore, blanket solutions are not possible. The objectives of this booklet are to: (1) stimulate communities into developing and utilizing alternative options, (2) stimulate communities to think more creatively about services that already exist, (3) and to demonstrate that developing community alternatives need not involve great expenditures of funds. The material is organized into non-residential, short-term residential, and residential alternatives. (PJC)

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# COMMUNITY ALTERNATIVES

Prepared For

The Office of Juvenile Justice
and Delinquency Prevention

The Law Enforcement Assistance Administration

U.S. Department of Justice

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FEBRUARY, 1978

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## INTRODUCTION

The purpose of this booklet is to present to communities the general types of community alternatives to juvenile detention and correctional facilities. We wish to make available to planners, advocates, and decision-makers in one simple document, the range of possibilities that can be considered in lieu of incarceration and to indicate that these possibilities are not all extremely costly. We recognize that the use of detention, correctional facilities and alternatives is very much a function of the social, political and economic dynamics of each jurisdiction and therefore blanket solutions or programs are not the answer. Particularly in the realm of juvenile justice, what is successful in Chicago does not necessarily work in Terre Haute.

Instead of offering wholesale solutions, the objectives of this booklet are to:

- stimulate communities into developing and utilizing options other than detention and correctional facilities;
- indicate that a variety of alternatives has been developed and implemented to care for troubled youth;
- stimulate communities to think more creatively about services that may already exist in the community and to channel these services more effectively;
- demonstrate that developing community alternatives need not necessarily involve dramatic expenditures of funds.

There are a number of things that this booklet does not intend to be. It is not: a definitive listing of every alternative presently in operation; nor is it a testimonial to the individual programs presented - (we have tried to select good examples of alternatives but have not conducted evaluative research on each alternative). Finally, the booklet does not offer any "how to's" about setting up a community alternative.

We are, instead, simply trying to point communities in a direction - a direction of deinstitutionalization - and to make community leaders aware that there are in fact numerous options to incarceration.

The material in the booklet is organized into three sections:

- non-residential including diversion, home detention, education, independent living, and probation;
- short-term residential including emergency foster care, shelter care and services for runaways;

- residential including group homes, and group foster homes.

There is overlap among the groups in terms of population to be served as well as services offered. Ideally, a community would have the appropriate mix of alternatives derived from each of the groupings to meet the needs of its troubled youth.

Information for this booklet was gathered from a variety of sources and organizations including:

- Alternative Programs for Status Offenders and Detained Juveniles, Governor's Justice Commission, Juvenile Justice and Delinquency Prevention Advisory Committee and the Pennsylvania Joint Council on the Criminal Justice System, 1976.
- Law Enforcement Assistance Administration (LEAA) publications on Exemplary Projects.
- Secure Detention of Juveniles and Alternatives to its Use, National Institute on Law Enforcement and Criminal Justice, 1977.
- Child Welfare Resource Information Exchange, DHEW.
- National Criminal Justice Reference Service , LEAA.
- National Clearinghouse for Criminal Justice Planning and Architecture.

This booklet was prepared by Arthur D. Little under a national technical assistance contract with the Formula Grants and Technical Assistance Division of the Office of Juvenile Justice and Delinquency Prevention. It is a priority of the Division and its technical assistance contractors to assist states, counties and communities in their efforts to deinstitutionalize youth. This booklet is offered as assistance toward that goal.

## NON-RESIDENTIAL

### DIVERSION: CRISIS INTERVENTION, INTAKE AND REFERRAL

YOUTH ALTERNATIVES
Spokane Area Youth Committee
West 621 Mallon Street
7th Floor Flour Mill
Spokane, Washington 99210
(509) 747-8036

Contact: Sue Fish, Director

This project, funded by 90% OJJDP funds, with a 10% local and state match, is designed to effect the total reduction of status offenders in detention and institutions in Spokane. The program aims to resolve and stabilize crisis situations, to assess the ongoing needs for services of the status offenders and their families, and to refer them to appropriate community resources.

Project staff includes the Director, Resource Coordinator, three Youth Service Specialists, three Youth Advocates and two secretaries. Resources are coordinated through a Committee made up of representatives of all agencies participating in the system and the community. A Youth Advisory Committee, comprised of representatives of the target population, provides youth input and involvement. The project is not administratively related to the court, and will serve as an alternative to court intake for status offenders. Total project cost is approximately $160,000 a year. The program estimates that per client cost is approximately $250.00.

Project components include: twenty-four hour phone service for screening; crisis intervention available on twenty-four hour basis to youth and families; intake and referral, assessment, counseling, referral for residential services and follow-up; follow-up services by youth advocates to assure problem resolution. The program provides specialized services through referral to existing service agencies. Every effort is made to maintain the family unit intact and residential care is used only when no other option is viable. Referrals of youth who currently are being sent to court but who are not charged with delinquent offenses are accepted from the court, law enforcement agencies, and the schools.

MODEL CITIES NEIGHBORHOOD YOUTH RESOURCES CENTER
R.W. Brown Community Center
924 Columbia Avenue
Philadelphia, Pennsylvania 19122
(215) 545-5230

Contact: Arthur Gewirtz, Project Director

The Neighborhood Youth Resources Center (NYRC) of Philadelphia provides a broad spectrum of services through a single, easily-accessible source. Located in the heart of a high-crime, inner-city area, the Center is open 13 hours a day. It provides both direct assistance and carefully monitored referrals to other community agencies.

Five kinds of services are offered: crisis intervention, individual casework, group work involving counseling and educational assistance, referrals to cooperating agencies, and legal representation. Because NYRC believes that youth services should operate within the context of a community center, recreational and cultural programs, counseling for youth on probation, and legal education for neighborhood residents are also sponsored.

To provide the comprehensive help its clients need, NYRC has developed a unique purchase-of-services arrangement with other community agencies. This system has brought to its staff a lawyer from the Defender's Association, two roving leaders from the Department of Recreation, two gang workers from the Youth Conservation Services, and a juvenile court probation officer.

The Center works with a target population of 4,000 young people between the ages of 10 and 17. In 1973, it served 1,027 youngsters with problems ranging from landlord-tenant disputes to burglary, minor disorderly conduct, and status offenses.

NEIGHBORHOOD YOUTH DIVERSION PROJECT (NYDP)
1933 Washington Avenue
Bronx, New York 10457
(212) 731-8900

Contact: Warren Williams, Director

The Neighborhood Youth Diversion Project (NYDP) was developed in 1970 as a community-based alternative to the juvenile justice system by Family Court. The program is aimed at a target population of predominantly Black and Puerto Rican juveniles. About 400 youth are provided services annually for a total program cost of $375,741. The program is 100% funded by the city through Special Services for Children. The program consists of several components which offer a range of services.

- Advocates: Each juvenile in the program is assigned an advocate who serves as a counselor and big brother/sister to the participant and who seeks out resources in the resolution of participant problems.

- The Forum: The Forum consists of panels of community volunteers who have been trained in the technique of fact finding, mediation, and conciliation. The mediators hold informal hearings with the family to provide a setting in which a parent and child can discuss their problems and devise ways of resolving them without recourse to the courts.

- Agency Referral Pilot: Using the Forum format to assist in helping the school, the student and the parent work together to resolve problems and to prevent school disciplinary action that might lead to Family Court action.

- Family Court Forum: This project has teamed two community mediators and three probation officers to hold Forum hearings during the investigatory stage at Family Court.

- Medical and Mental Health Services.

- Education: The program has a mini-school that seeks alternative learning situations that would benefit the students on a long term basis. The school provides remediation in reading and mathematics and provides ongoing intensive supportive counseling for students experiencing difficulty in school.

- Recreation: Programs that provide athletics, enrichment, and exposure opportunities.

HOMEBUILDERS, KEEPING FAMILIES TOGETHER
Catholic Children's Services of Tacoma
5410 N. 44th Street
Tacoma, Washington 98407
(206) 752-2455

Contact: Dr. Jill Kinny, Director

In this program therapists are on call 24 hours a day and can be contacted through a radio page. Therapists can remain within the home for as long as necessary within a six-week period.

Staff members are masters-level therapists who have a strong background in family therapy, crisis intervention, or both. In addition, in-service training teaches skills which enhance the therapist's effectiveness.

In order for a family to qualify for the program, one member of the family must express a desire to work towards the family remaining together.

Once the immediate situation is under control, the therapists try to identify the central issues which precipitated the crisis. Staff members continue to provide support while arrangements are made for outpatient counseling or other services necessary to resolve problem areas.

During the first two years of the program, 119 families, involving 188 family members, were treated by the Homebuilders. All of the families contained at least one member with a potential for removal to another living situation. Follow-up after three months indicated that 96% of the clients were able to remain at home and reported satisfaction with the crisis resolution. In addition, the cost-effectiveness evaluation of the program showed that it was less expensive to provide intensive family crisis services than it would have been to place these people in foster, group, or institutional care. Cost per client is $1300.00 for a 4 to 8 week treatment program. Total program cost, including a large research and staff training component, is $220,000.00 per year.

Homebuilders' funding sources include HEW alcohol, drug and mental health funds (55%); Title XX funds (37%); and foundation and United Way funds (8%).

## HOME DETENTION

COMMUNITY DETENTION
Baltimore, Maryland

OUTREACH DETENTION PROGRAM
Newport News, Virginia

NON-SECURE DETENTION PROGRAM
Panama City, Florida

HOME DETENTION
St. Joseph/Benton Harbor, Michigan - (616) 383-8756

COMMUNITY RELEASE PROGRAM
San Jose, California

HOME DETENTION PROGRAM
Bureau of Youth Services
122 C Street, N.W., #801
Washington, D.C. 20001
(202) 727-3225

Contact: Mr. Thaddeus Taylor, Bureau Chief

These seven Home Detention Programs are similar in format: All of them are administered by juvenile court probation departments. For the most part their staffs are made up of paraprofessional personnel variously referred to as outreach workers, community youth leaders or community release counselors. Usually a youth worker supervises five youths at any one time.

In all programs youth workers are expected to keep the juveniles assigned to them trouble free and available to court. They achieve the essential surveillance through a minimum of one in-person contact with each youth per day and through daily telephone or personal contacts with the youths' school teachers, employers, and parents. Youth workers work out of their automobiles and homes rather than offices. Paperwork is kept to the minimum of travel vouchers and daily handwritten logs. In some programs the youth workers collaborate so that one can take over responsibility for the other when necessary. All programs authorize the workers to send a youth directly to secure detention when he or she does not fulfill program requirements--for example, daily contact with workers or school or job attendance. Typically, youths selected for the programs have the rules of program participation explained to them in their parents' presence. These rules generally include attending school; observing a specified curfew; notifying parents or worker as to whereabouts at all times when not at home, school, or job; not using drugs; and avoiding companions or places that might lead to trouble. Most of the programs allow for the setting of additional rules arising out of discussions between the youth, the parents and the worker. Frequently, all of the rules are written into a contract which all three parties sign.

One key operating assumption of all of these programs is that the kind of supervision just described will generally keep juveniles trouble-free and available to the court. Six of the seven programs rest on a second operating assumption as well. This assumption is that youths and their families need counseling or concrete services or both and that the worker can increase the probability that a juvenile will be successful in the program by making available the services of the court. The degree of emphasis on counseling and service varies. In some programs workers provide or refer to services only when requested. In others, the workers always try to achieve a type of "big brother" counseling relationship, sometimes combined with advocacy for the youths at school and counseling or referral of the youths' parents. In three programs, workers organize weekly recreational or cultural activities for all juveniles on their caseloads.

The Home Detention Program in D.C. has a total program cost of $190,867.00 per year. With an average daily population of 53, the program provides services to 340 youth a year at an approximate per client cost of $500.00.

## INDEPENDENT LIVING

CHILDREN'S SERVICE, INC. (CSI)
311 South Juniper Street
Philadelphia, Pennsylvania 19107
(215) KI6-3503

Contacts: Metonah B. Jones, Executive Director
Willie V. Small, Director of Social Work

CSI helps place and supervise older adolescent youths who no longer need foster care or institutional placement in independent living facilities, such as a large commercial apartment complex, small converted apartment buildings, the "Y", or an agency-owned residence. This program began in

1966 with dependent and neglected youths who had been in CSI's foster care service. In 1973, the Philadelphia Youth Development Center contracted with CSI to provide this alternative for adjudicated delinquents. From 1966 to March, 1976 a total of 253 young adults were served in independent living (218 males, 35 females). Total program costs are estimated by the program at $629,000 with a per client year cost of $13,000.00.

CSI works collaboratively with the Department of Public Welfare (DPW) by keeping them abreast of the youth's progress but takes over direct supervision of the client. Each youth continues with a social worker and may use the supportive services of CSI, in addition to the community resources. An Individualized Service Plan is developed which is highly flexible and attempts to meet the needs, inputs, motivation and potential of each independent living participant in terms of education and vocational training and movement towards leaving placement.

## EDUCATION

PROVIDENCE EDUCATIONAL CENTER (PEC)
Providence Inner City Corporation
2419 North Grand
St. Louis, Missouri 63106
(314)652-5866

Contact: James Radford

As an alternative to incarceration in a training school, the Providence Educational Center (PEC) in St. Louis, Missouri, provides intensive remedial education and counseling to adjudicated delinquents. Teams of professionally-trained counselors, educators, and social workers develop and implement an individualized program for each child, to improve his educational and social adjustment skills. The program has demonstrated notable effectiveness in treating adjudicated delinquents who have a history of truancy, poor school performance, and behavior problems. PEC has decreased the incidence of further offenses among the youngsters it serves, increased their ability to function in the public schools or on the job, and strengthened their family relationships.

PEC's program is comprised of three components - education, social services and aftercare. Thus, while PEC is basically a school, the students receive regular counseling and assistance in dealing with their attitudes, self-image, and social relationships, and they are given continuing support and help in making the transition back into the community.

PEC is different from traditional juvenile treatment institutions in that it is non-residential--youth live at home--and able to provide a comprehensive range of services tailored to the needs of each youth. It is also different from most standard juvenile probation programs. It has been called a "probation plus" program for some youth. That is, PEC provides more intensive supervision and a more individualized treatment program than most youth on probation could receive from the public schools or other community service agencies.

According to an evaluation performed by staff of the Missouri Law Enforcement Assistance Council (Region 5), youth enrolled in PEC "were less involved in crime than in the year prior to joining Providence." PEC's recidivism rate appears to be only 28%. In addition, substantial gains were made in decreasing truancy, in increasing achievement levels in mathematics and reading, and in changing students' behavior.

Because PEC is non-residential, it is able to provide services to delinquent youth at a lower per student cost than the other institutional treatment alternatives available to the Juvenile Court in St. Louis. With a per client cost per year of $1462.00, PEC has an annual budget of $424,096.00. The majority of the budget is Federal funds - Title VI, LEAA, and Title XX.

## PROBATION

PRE-HEARING INTENSIVE SUPERVISION UNIT (PHIS)
Philadelphia Family Court, Juvenile Branch
1801 Vine Street
Philadelphia, Pennsylvania 19103
(215) MU6-7960

Contact: Viola Drummond, Director

The Pre-Hearing Intensive Supervision Unit began operation in May, 1970, through a grant from the Governor's Justice Commission, and is sponsored by the Philadelphia Family Court.

The program was established (1) to relieve overcrowding of detention facilities and reduce detention costs, and (2) to involve a youth who would have been held in custody in a meaningful plan or program before he appears in court for his adjudicatory hearing through intensive probation casework and daily supervision, so that a more productive court decision could be made.

The Unit consists of seven male probation officers, their supervisor, a research assistant, and a secretary. The maximum case load of each probation officer is no more than seven boys at any given time; boys are assigned (where possible) to an officer who lives in or near their community and are seen on a daily basis. The juveniles are assigned to the unit by the presiding judge at their detention hearing and are referred directly to the unit from the hearing for an initial interview.

The probation officer uses a community approach in helping the child plan his program, and the probation officers have exhibited a strong personal concern in working with the boys and have offered help and support in many informal ways.

VOLUNTEER PROBATION COUNSELOR PROGRAM
Municipal Court
129 N. 10th Street, Room 211
Lincoln, Nebraska 68508
(402) 473-6364

Contact: Richard Moore, Director

The Lincoln program consists of four interrelated components. The probation staff conducts comprehensive pre-sentence investigations in order to determine the suitability of an individual for probation and eventual assignment to a volunteer counselor.

A professional psychologist provides psychological assessment of the probationers and volunteers. A volunteer coordinator recruits and assigns volunteer counselors. The volunteers themselves constitute the fourth program component. The program aims to match certain kinds of delinquents with certain kinds of volunteers so that the needs of the probationer are met by the capabilities and interests of the volunteer.

A 1972 study of the program's effect produced highly favorable results of comparisons between high-risk probationers who were assigned to volunteers and probationers who proceeded through regular probation programming.

## SHORT TERM RESIDENTIAL

### SHELTER CARE

DISCOVERY HOUSE
709 E. Third Street
Anaconda, Montana 58711
(406) 563-3068

Contact: Sr. Gilmary Vaughan, Director

The Attention Home in Anaconda is an alternative to jail. Most referrals to Discovery House are from the court probation department. Youths excluded from referral are those charged with serious offenses against persons or those who have failed previously at the home due to aggressive behavior. Two-thirds of the admissions (47 in all) in 1975 were alleged status offenders.

Discovery House receives juveniles who differ greatly in the problems they present. At one extreme are youths who stay for short periods, an average of 3.3 days, and no more than two weeks. At the other are a small number of youths with complicated personal problems for which it is difficult to find solutions. These adolescents may remain in residence for long periods--two to five months.

Because of the seriousness of the problems of certain youths and because of the commitment of the Director of Discovery House to provide treatment when needed, the program invests heavily in professional services. They are purchased with contractual monies; there are no professional personnel on the program's staff.

The court, in view of the treatment services provided by Discovery House, quashes the petitions on about three-quarters of the youths while they are in the program. Thus, many of the juveniles referred to the program as an alternative to jail end by being diverted from court jurisdiction.

Only rarely are youths asked to leave Discovery House or returned to jail. Those who run away from the program generally return on their own. The home's policy is to take them back.

NEIGHBORHOOD YOUTH SHELTER
74 South Second Street
Newark, Ohio 43055
(614) 345-9671

Contact: C. Herbert Koehler, Director

The Neighborhood Youth Shelter, Inc. is a non-profit organization incorporated in May, 1975, to provide an alternative community residential

facility to the incarceration of status offenders in city and county jails in Licking County, Ohio. The project is funded under the OJJDP deinstitutionalization of status offenders' program.

The Shelter serves as a short-term, crisis intervention emergency shelter facility for status offenders. It has a capacity of ten youths (coed) with a maximum stay of thirty days. Additional provisions for emergency shelter care through arrangements with foster homes for four beds have been made. Program services include group, individual, and family counseling, recreation, housekeeping responsibilities, and referral to other agencies for services.

The treatment modality integrates shelter services in a supportive environment to enable individual response to client needs. Staff is responsible for developing a treatment plan with the youth, and for coordination, support and follow-up of the clients' individual program.

CHILDREN'S HOME OF EASTON
Emergency Placement Care
25th Street and Lehigh Drive
Easton, Pennsylvania 18042
(215) 258-2831

Contact: Michael H. Danjcek, Executive Director
Gloria Ingram, Agency Coordinator

Beginning in November, 1974, the Children's Home of Easton attempted to fill a gap in resources for youth by providing emergency shelter care for adolescents as an alternative to placement in a secure detention facility. This service also has provided a support mechanism for the Children's Bureau and Juvenile Probation Office when immediate foster home placement is neither available nor appropriate. This arrangement allows a youth the opportunity to "cool off" without the necessity of involving himself/herself with a foster family or going through the stigma or confusion involved in placement in a detention center.

The shelter has a capacity of six youths and is funded on a $31 per diem contractual basis. The Children's Bureau has assigned one worker to be the liaison with the shelter's staff and the placed youths; soon a representative from the probation department may be assigned to a similar role. The shelter's agency coordinator is responsible for intake, supervision of counseling services, and coordinating the youth's future placement plans.

There are six full-time counselors and two volunteer recreational workers. Two teachers tutor the children during the school year. The children participate in a variety of recreational activities on and off campus after a 24-hour adjustment period. They also may earn about $1.50 an hour for several hours of work on the shelter's grounds.

The children are required to undergo a physical examination by the referring agency within 72 hours after a placement; however, a nurse is on call at all times for emergency and follow-up care.

## EMERGENCY FOSTER CARE

VOLUNTEER HOMES FOR STATUS OFFENDERS
Office of Volunteer Services
1323 Winewood Boulevard
Tallahassee, Florida 32301
(904) 488-1391

Contact: Jeff Schembera

In 1975, the Florida Youth Services Division established a network of short-term, volunteer homes as an alternative to the situation of detaining status offenders in secure detention facilities with delinquents.

The volunteer homes are recruited through a myriad of community resources including churches, radio spots, civic associations, and volunteer groups. The program is fully supported by the Florida Division of Youth Services. Every potential volunteer family is intensively screened by the staff, and the families participating represent a cross-section of the community. They receive no compensation for their services, and are responsible for providing food, shelter, and supervision so the child may remain in the community rather than be held in a secure detention facility.

Children placed in volunteer homes in lieu of secure detention must have a detention hearing within 48 hours. A Volunteer Services staff person has contact with the home at least once a day. The maximum stay in a home is two weeks.

During the first four months of the program, an average of over 750 beds in volunteer homes were available, and 1,181 youths were placed for an average of 6.4 days. During that period, only 5.6% of the youth placed ran away from the volunteer homes. Currently, there is an average length of stay of 6.6 days at a cost of approximately $4.75 per day per client. During a recent year, 3,543 youths were placed for a total cost of approximately $106,960.00. LEAA, CETA and VISTA provide 70% of the program's funds. The remaining 30% comes from the states' general revenue funds.

## RUNAWAY SERVICES

SPECIAL APPROACHES IN JUVENILE ASSISTANCE, INC. (SAJA)
1743 18th Street, N.W.
Washington, D.C. 20009
(202) 462-5210

Contact: Susan Butler

SAJA began in 1968 as the Runaway House which grew out of counseling services offered by a neighborhood coffee house. Incorporated in 1969 as a non-profit organization, SAJA provides temporary shelter and crisis

counseling for 14 youth aged 11 to 17. The average stay is one week, and staff includes four full-time counselors and ten volunteers, several consultants and part-time workers. Runaway House services include casework, family counseling, court advocacy and referral to other area agencies. Cost of services is $30.00 a day per child. Total program costs are $130,000.00, which are supported by Federal monies (75%) and private funds (25%).

PROJECT OZ
3304 Idlewild Way
San Diego, California 92117
(714) 743-7557

Contact: Susan Houchin, Director

At Project OZ, runaway youths (both male and female) 13-17 years old are provided residential treatment, and preventative and remedial counseling are available for all "beyond control" adolescents and their families. About 60% of caseload is referred from juvenile court, probation, welfare, schools, and private agencies; about 30% are self-referrals; 10% from friends and relatives. The project's goals are to:

- effectively and economically alleviate alienation between parent and child;
- reduce the incidence of juvenile delinquency;
- prevent the family unit's breakdown;
- prevent the involvement of minimal offenders in the juvenile justice system; and
- provide responsible alternatives for families and adolescents in crisis.

Total program cost is approximately $197,000.00, which includes costs for operating two projects. Cost per client day, ranges from $40-50.00. The majority (95%) of Project Oz's funds are Federal revenue sharing dollars contracted through San Diego County.

## RESIDENTIAL

### FOSTER CARE

PROCTOR PROGRAM
New Bedford Child and Family Services
141 Page Street
New Bedford, Massachusetts 02740
(617) 996-8572

Contact: John E. McManus, Executive Director

The New Bedford Child and Family Service (NBCFS), a private social work agency, operates the Proctor Program under contract with State Department of Youth Services. Girls remanded by courts for detention are placed in either the Proctor Program or in shelters, group homes or other foster homes. (Detention for girls is not available.)

The Proctor Program assigns girls to a "proctor" who provides 24-hour care and supervision for the girl and works with the NBCFS professional staff to develop a treatment plan for rehabilitation. Twelve proctors are paid about $9,600 each per year for 32 child-care weeks. Each makes her own home or apartment available to one girl at a time. The proctors are single women between the ages of 20 and 30 who live alone and are willing to devote all their time to the girls assigned to them.

The idea for this program grew out of NBCFS's previous experience with female juvenile offenders and their families. The agency had observed that foster home care and other substitute care arrangements often seemed to make troublesome girls' behaviors worse but that a positive one-to-one relationship with a female caseworker seemed to cause improvement. The Proctor Program began with the operating assumption that many adolescent girls referred to court lacked a positive relationship while growing up and that the one-to-one proctor format would provide such a relationship. This, in turn, would lead to short-term behavioral stability assuring appearance in court and the beginning of the rehabilitative work viewed as necessary for growth and development in the longer run. The immediate objective is to see that the girl appears in court at the appointed time. The long-term goal is to help the girl begin a course of rehabilitation by providing a type of care that will eventually improve her relationship with her parents. To accomplish these goals, the counseling and other resources of NBCFS are brought to bear in addition to the personal help of the proctor.

One hundred and sixteen girls were placed with proctors during 1975. About three-fourths were status offenders, petitioned for incorrigibility or running away. About 10% ran away while in the program. The Proctor Program costs approximately $15,000.00 per year, per client. Almost half of the program's funds are Title XX and half are state funds.

## GROUP HOMES AND FOSTER HOMES

THREE RIVERS YOUTH (TRY)
2039 Termon Avenue
Pittsburgh, Pennsylvania 15212
(412) 766-2215

Contact: Ruth G. Richardson, Director

Three Rivers Youth, a private, non-profit organization since 1973, is a network of five group homes and one orientation home in Allegheny County which serve as alternatives to institutionalization for youth aged 13-18. The program uses a multi-disciplined staff team approach towards adapting the program to each youth's needs and resolving their problems. Three Rivers is funded by per diem reimbursement, LEAA and the United Fund. The average length of stay is 14 months and per client per day costs are approximately $60.00.

The five group homes provide total residential services for 40 youth in small residences. Each home offers the youth opportunities for group living, social work-psychological counseling, education, health care and program activities. The residential staff lives in with the youth, functioning in semi-parental roles, and providing the youth with consistent daily relationships involving understanding and control, food and physical care. This environment is strengthened by clinical staff and supplemental services. The homes, located throughout the county, offer a variety of neighborhoods and living experiences to meet each youth's individual needs appropriately.

The Orientation Home serves as a base of support for the other homes. Youth are initially placed here so staff can determine the type of ongoing placement needed, make arrangements for use of other community resources, and allow for an adjustment period to an open setting. Youth are involved in designing a program in the TRY network to meet their needs. The Orientation Home also serves as a temporary placement for youth from the other homes who may be having problems and eliminates the need to return the youth to the referral source (often the court) at such times.

INTERNATIONAL HALFWAY HOUSE ASSOCIATION
The Teaching-Family Group Home Model
2525 Victory Parkway
Cincinnati, Ohio 45206
(503) 221-3250

Contact: E. B. Henderson, President

The Teaching-Family group home model of community-based treatment was developed in response to a need for alternatives to institutionalization for court-adjudicated juveniles. Development of the model began in 1967 with the establishment of the Achievement Place group home in Lawrence, Kansas. The model, currently in use in over 40 homes in more than a dozen states, is designed to provide effective, preferred and economical treatment. A training and evaluation program has been developed to insure a consistent level of quality in the replication of the model.

A Teaching-Family group home is typically operated within the community by teaching-parents, a professionally trained couple. Their goal is to teach the six to eight court-adjudicated youths in their home the academic, pre-vocational, self-care, and most importantly, the social skills that would allow the youths to successfully and productively participate in their community. The teaching-parents are "parents" in that they concentrate on developing reciprocally rewarding relationships with each of their youths in the family-style atmosphere of the program.

The youths actively participate in the operation of the home through elected-manager and self-government systems, which additionally help teach them leadership and effective day-to-day problem solving skills. Couples are taught the skills involved in operating the Teacher-Family Model through an extensive training program which includes initial and follow-up training workshops, in-home practical experience, and frequent contacts with staff consultants. Information on couples' home performance is obtained through consumer and professional evaluations. The evaluations are used to determine problem areas for which corrective feedback is provided. Successful evaluations result in the certification of a couple as professional teaching-parents.

ATTENTION HOMES OF BOULDER, COLORADO
Hall of Justice
1527 Pine Street
Boulder, Colorado 80302
(303) 447-1206

Contact: Roger Paine

The Attention Homes of Boulder, Colorado, are group foster homes for juveniles, organized and directed through the offices of the juvenile court. They are supported by local citizens in terms of funding, facilities, services, materials, and supplies. The State Department of Social Services funds 83% of the total program costs of approximately $250,000.

The Attention Home provides the necessary control of juveniles within a homelike atmosphere. The children are assigned special duties and responsibilities. They are also required to attend school and are encouraged to participate in school activities. The parents of each child are involved as much as possible in the planning for their own child. They are also asked to pay for the needs of their child on the basis of their financial ability. Volunteers conduct programs in arts and crafts and classes in grooming, hygiene, and health. They also prepare meals and take on homemaking duties.



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